



## OFFICE OF THE LIBRARIAN

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**I**N FISCAL 2001, the Library concluded the yearlong celebration of its 200th birthday with the last three in a series of Bicentennial symposia, several concerts in the “I Hear America Singing” continuing series, and the sealing of a time capsule on December 20, 2000.

On September 8, 2001, the Library and First Lady Laura Bush hosted the first National Book Festival, which drew approximately 30,000 people to the Library of Congress to meet sixty authors and illustrators who participated in the event. The festival featured readings and storytelling, music, discussions, and book-signing opportunities for children and adults by a wide selection of noted authors and artists from across the country (see the National Book Festival chapter).

Security of the staff, the collections, and the facilities remained the highest priority throughout the year. After the September 11 terrorist attacks on the United States, Congress approved an additional emergency supplemental appropriation of \$2.5 million for the Library of Congress—from the \$40 billion emergency appropriation—to pay for emergency communications systems. Such systems included the construction of an Emergency Management Center. The appropriation was also used to fund additional Library of Congress police overtime.

The Library's yearlong Bicentennial concluded with the sealing of a time capsule on December 20, 2000. Members of the staff and public review the contents before they are sealed for 100 years.

*(Photo by Larica Perry)*



#### LIBRARY OF CONGRESS BICENTENNIAL

The Library of Congress celebrated its 200th birthday in 2000, with Bicentennial programs and events offered throughout the calendar year. A number of the events were held during the first quarter of fiscal 2001 as the celebration drew to a conclusion. The fiscal 2001 events included the announcement of the largest donation ever given to the Library as part of the Gifts to the Nation program, concerts in the popular Bicentennial music series "I Hear America Singing," the continuing sales of the Library's commemorative coins, a series of Bicentennial symposia, and the sealing of a Bicentennial time capsule on December 20, 2000.

Additional donations to the Gifts to the Nation program brought the total amount raised to an impressive \$119.5 million. The International Gifts to the Nation program received 1,200 gifts from eighty-three embassies. The largest private monetary donation to the Gifts to the Nation program, \$60 million from John W. Kluge, Metromedia president and chair of the James Madison Council, was announced on October 5 in a press conference outside the Senate chamber that was attended by members of the Joint Committee on the Library. The generous gift supports the establishment of the John W. Kluge Center, which will bring some of the world's best thinkers into residence at the Library. The Kluge Center will include five broadly defined Kluge chairs, people

of great scholarly accomplishment chosen for their intellectual and communicative abilities, who will be free to pursue their own research in the collections. The Kluge Center will accommodate up to a dozen fellows at any given time. The fellows will pursue resident research at the postdoctoral level. The Kluge gift will also support the John W. Kluge Prize in the Human Sciences, awarded for lifetime achievement in the human and social sciences.

A poem by Walt Whitman in *Leaves of Grass* titled "I Hear America Singing" provided the inspiration for a three-year Bicentennial series of concerts, commissions, recordings, and educational programs. As part of the Library of Congress's 2000-2001 concert season, "I Hear America Singing" resumed its exploration of the breadth and significance of music in America, from colonial days to the start of this new century. A highlight of the series was the Copland Centennial Celebration, honoring the birth of Aaron Copland, one of America's most beloved composers. As the institution that commissioned one of Copland's most famous works, *Appalachian Spring*, the Library of Congress decided to kick off the festivities on November 14, 2000, with the premiere of a Library musical commission—a new fanfare by composer Roberto Sierra—and the Orpheus Chamber Orchestra playing the music of Aaron Copland for a live worldwide broadcast by National Public Radio. On November 18, audiences heard three other newly commissioned fanfares—by David Diamond, Lukas Foss, and Tania León—in the majestic Great Hall and a concert by Music from Copland House (an ensemble group) in the Coolidge Auditorium. The commissions, the concerts, and a symposium, "Copland at the Millennium," paid tribute to the talents of one of the giants of twentieth-century music.

Since their issuance on April 24, 2000, the Library's commemorative Bicentennial coins have garnered nearly \$3 million in sales. The Library's platinum and gold commemorative coin, the first bimetallic commemorative coin ever produced by the U.S. Mint, was featured on the covers of the Mint's *Holiday Collection 2000* catalog and the Citizens Commemorative Coin Advisory Committee's *Annual Report to Congress*. Sales of the Library's bimetallic and silver commemorative coins continued until midnight on December 31. The final total was 286,473 coins sold: the breakdown was 34,706 bimetallic coins and 251,767 silver coins. The surcharge income (\$5 from each silver coin and \$50 from each bimetallic coin) totaled \$2,994,134. The Library intends to use that money for its educational and outreach programs.

The last three in a series of seven Bicentennial symposia were offered in fiscal 2001. Each addressed a specific library audience. The first, "National Libraries of the World: Interpreting the Past, Shaping the Future," held on

October 23–27, brought together library historians and thirty-two national librarians from around the world to discuss the significance, influence, and future of national libraries. The symposium's first segment, "Interpreting the Past: Libraries, Society, and Culture," provided perspectives on library history in addition to state-of-the-art library historical research from around the world. In the symposium's second half, "Shaping the Future: Current and Future Issues Facing National Libraries," participants reported on digital activities in their countries and the issues facing all national libraries in the twenty-first century—acquiring and preserving a nation's digital heritage, collaborating in the digitization of collections, and the role of national libraries in digital reference. "National Libraries of the World" was planned in cooperation with the American Library Association's Library History Round Table; the Round Table on Library History, the Section on Reading, and the Section on National Libraries of the International Federation of Library Associations and Institutions; and the Conference of Directors of National Libraries. The Council on Library and Information Resources provided partial support for the symposium.

On October 30–31, 231 librarians, archivists, and museum curators from as far away as Brazil, Jamaica, and Malaysia attended a symposium titled "To Preserve and Protect: The Strategic Stewardship of Cultural Resources." In a unique forum combining preservation and security concerns, experts in cultural heritage covered myriad topics—from developing preservation and security strategies, priorities, and expectations to measuring the effectiveness of preservation and security programs; from coping with theft, vandalism, the deterioration of collections, and bad press to building a preservation and security budget; and from the preservation and security challenges of electronic information and digitization to innovations in security and preservation. The symposium provided the opportunity not only for discussion but also for identification of possible next steps in national and international cooperation in preserving and securing collections, especially items "born digital" and those destined to be available solely in electronic form. "To Preserve and Protect" was held in affiliation with the Association of Research Libraries and the Federal Library and Information Center Committee.

On November 15–17, "Bibliographic Control for the New Millennium: Confronting the Challenges of Networked Resources and the Web" brought together authorities in the cataloging and metadata communities to examine the challenges of improving access to Web resources in a framework of international standards. The conference celebrated the historic role of the Library of Congress in providing national and international leadership to the library pro-

fession in cataloging policy and to the library community in standardizing cataloging records. Among the ambitious goals set for the symposium were (1) identifying future directions for the library catalog in the Web environment, (2) promoting changes to the *Anglo-American Cataloguing Rules*, 2nd edition, for access to Web resources, (3) encouraging wider use of authorized subject and classification systems for enhancing access to information on the Web, and (4) developing partnerships with the metadata, library, and vendor communities to meet the new and changing needs of Web users.

The collected papers and essays from an earlier Bicentennial symposium, "Democracy and the Rule of Law in a Changing World Order" (March 7–10, 2000), were copublished with the CQ Press and edited by Norman Dorsen and Prosser Gifford under the title *Democracy and the Rule of Law*. Work continued on a second publication resulting from the Bicentennial symposium, "To Preserve and Protect: The Strategic Stewardship of Cultural Resources," to be published in 2002.

The final event of the calendar year was the placement of the Bicentennial time capsule in a vault located in a Jefferson Building office that was actively used by Librarians of Congress from 1897 through 1980. The ceremonial closing of the capsule on December 20, with some eighty-five objects documenting the 200th anniversary celebrations and representing daily life at the Library during its Bicentennial year, was part of the Library's annual holiday program. Unlike the objects hermetically sealed in a copper box and enclosed in the cornerstone of the building on August 28, 1890—annual reports, construction photographs, a detailed legislative history of the building, an almanac, and four newspapers of the era—the Bicentennial time capsule provided a more intimate glimpse of the institution during an extraordinary year. Artifacts were organized into four main categories by the Bicentennial Time Capsule Committee: (1) "Celebrating the Day," documenting the Library's Bicentennial celebrations in 2000, the mission of the Library, and staff suggestions for objects to include in the time capsule; (2) "Aspects of Work," focusing on a selection of tools used by Library staff members to do their work; (3) "Ways and Means," including some of the procedures and forms used to control and document the Library's official business; and (4) "Library Life Styles," including sample items that together helped create and sustain the unique work environment of the institution. The 16 x 16 x 28-inch stainless-steel box bears an engraved inscription on its lid signed by Librarian of Congress James H. Billington. It reads, "Sealed with Ceremony this day, December 20, 2000, to be preserved and secured for the benefit of staff 100 years hence."

### INTERNATIONAL HORIZONS

As a continuation of the pioneering American Memory project, Dr. Billington initiated International Horizons, a project dedicated to fostering international collaboration for joint digitization efforts. Working with staff in Library Services, in the National Digital Library, and in Information Technology Services, the Office of the Librarian spearheaded fund-raising and pilot Web releases for the project. The goal of International Horizons is to demonstrate the value of international cooperation using digital technology and the Internet, while strengthening cultural understanding, promoting diversity, and highlighting the multicultural influences that have shaped the United States. At year's end, the project included Meeting of Frontiers, a bilingual Russian-English Web site showcasing materials from the Library of Congress and partner libraries in Russia and Alaska, and Spain, the United States, and the American Frontier: Historias Paralelas, a bilingual Spanish-English Web site initially including the Library of Congress, the National Library of Spain, and the Biblioteca Colombina y Capitular of Seville.

### CONGRESSIONAL RELATIONS OFFICE

The Congressional Relations Office (CRO) was the primary liaison between the Library of Congress and members of Congress, congressional committees, and congressional staff members for functions other than legislative research.

In fiscal year 2001, the office responded to thousands of congressional inquiries about the Library's collections, activities, policies, and facilities. CRO also prepared briefings books, position papers, fact sheets, and policy analyses for congressional staff members and Library officials on issues and legislation affecting the Library.

*Appropriations.* The Library's budget request for fiscal year 2002 was \$480.1 million, including authority to spend an additional \$35.8 million in receipts. The Librarian and other Library officials testified on the Library's budget before the Senate Subcommittee on Legislative Branch Appropriations on May 2, 2001, and before the House Subcommittee on Legislative Branch Appropriations on June 26, 2001 (see also Appendix B: The Librarian's Testimony). A major part of the Library's submission was funding for mandatory pay raises and price-level increases. Other increases were for digital futures support of the National Digital Library (NDL), Congressional Research Service (CRS), and computer security infrastructure and for collections access, preservation, and security needs.

Different versions of the Legislative Branch Appropriations Bill passed in the House and Senate on July 31. At the end of the fiscal year, the House/Senate Legislative Branch Appropriations Conference Committee had not yet met to reconcile differences between the House and Senate versions of the Legislative Branch Appropriations Bill for fiscal 2002, which was House Resolution (H.R.) 2647.<sup>1</sup>

*National Book Festival/Capitol Grounds Resolution.* CRO took the lead in preparing legislation authorizing the use of the Capitol grounds on September 8 for the National Book Festival. After CRO briefed the Library's congressional oversight committees and other jurisdictional committees about the Library's plans for the festival, Senator Ted Stevens (R-Alaska) introduced Senate Concurrent Resolution 41 to permit the use of the Capitol grounds for the festival. The Senate passed the legislation on May 22, and the House passed it on June 20. CRO participated in planning efforts for the festival, developed multiple congressional mailings, and assisted members who attended the kickoff gala and the festival.

*Capitol Visitor Center.* CRO continued to inform members of Congress and their staffs about the benefits of a tunnel between the planned Capitol Visitor Center (CVC) and the Library's Jefferson Building. The Capitol Preservation Commission, which has jurisdiction over the CVC, voted to undertake a design study for a tunnel connection. This study was completed, but the commission had not yet voted on whether to include the tunnel in the final design. The architectural firm of Quinn-Evans has designed an entryway in the Jefferson Building for the tunnel.

*Alaska and Hawaii Window Seals.* The windows in the majestic Main Reading Room in the Jefferson Building contain stylized state seals for the forty-eight continental states and territories that belonged to the United States when the building was constructed in 1897. Alaska and Hawaii are the only states that are not represented. CRO worked with the Architect of the Capitol (AOC) to generate designs for Alaska and Hawaii panels that could be affixed to the north and south windows in the Main Reading Room. CRO and the AOC also prepared budget and briefing materials on the proposed seals to present to the Joint Committee on the Library.

*House History.* Public Law 106-99 directed the Librarian to create an illustrated narrative history of the House of Representatives. CRO assisted the

1. On November 12, President Bush signed the Legislative Branch Appropriations Act (Public Law 107-68), which provided a fiscal 2002 appropriation for the Library of \$486,762,000, including authority to spend \$34.7 million in receipts.

Librarian in convening an advisory group on January 25. The group consisted of historians, political scientists, journalists, and current and former members of Congress. CRO formulated the agenda with the Manuscript Division for a discussion of the steps involved in and the overall concept of such a publication. The group concluded that writing the history of the House of Representatives is a huge challenge that will require a great deal of talent. They recommended that the publication be a single-author, one-volume book, and that it be accompanied by a companion resource (collection, bibliography, or Internet resource) that can be continuously updated. This resource should preserve the process of writing the main volume and consist of a body of accessible records. The Library continues to work with Congress as it carries out the task of arranging for a publication on the history of the House of Representatives.

*E-Government.* On May 1, 2001, Senator Joseph Lieberman (D-Conn.) introduced S. 803, the E-Government Act of 2001. The bill includes a \$5 million authorization for the Library of Congress and \$5 million for the National Science Foundation to create, in conjunction with other governmental and private entities, an online national library designed to provide public access to an expanding database of educational resource materials, including historical documents, photographs, audio recordings, films, and other media that are significant for education and research in U.S. history and culture. CRO worked with staff members of the Senate Committee on Governmental Affairs and Library staff members to further develop the concept of a national online library and to develop other aspects of the bill that would require Library involvement.

*Financial Management.* The Library of Congress Fiscal Operations Improvement Act of 2000 (Public Law 106-481), signed into law on November 9, 2000, creates new revolving funds for the following fee-based activities at the Library: audio and video duplication and delivery services associated with the National Audio-Visual Conservation Center at Culpeper, Virginia, gift shop and other sales operations, Dewey Decimal classification development, the Photoduplication Service, FEDLINK, and the Federal Research Division. The Library had requested congressional approval of revolving funds because the General Accounting Office had raised concerns in reviews dating back to the 1980s regarding the Library's lack of proper authority to operate various fee-based services, particularly the Photoduplication Service. Enactment of the legislation was the Library's highest priority in the 106th Congress. The authorization for revolving funds took effect October 1, 2001. Meanwhile, the Library requested authority for capitalization of certain funds in its fiscal 2002 appropriations request. The new law also ensures continuity on the Trust Fund Board by adding

the vice chairman of the Joint Committee on the Library as a new ex-officio member and allowing temporary extensions of the terms of appointees when a new appointment is pending.

*Veterans History Project.* Legislation was introduced in September 2000 (H.R. 5212) directing the Library of Congress to work with interested groups and individuals to establish a program to collect video and audio recordings of personal histories and testimonials of American war veterans. The legislation passed in the House on October 4 and in the Senate on October 17. It was signed into law on October 27, 2000 (Public Law 106-380). Throughout the year, CRO worked closely with the project to coordinate all aspects of congressional activity, including developing congressional support for the project's budget submission, sending mailings to members of Congress seeking their participation, developing an outside advisory council that includes current and former members of Congress, and keeping the sponsors of the legislation advised on the project's activities and progress.

*Congressional Events.* During the year, CRO assisted members of Congress in hosting more than 100 events at the Library in the Members Room and at other Library facilities. Many of these events centered around the commencement of the 107th Congress and the presidential inauguration, which included some 350 member visits to the Library within one month. Highlights of congressional events at the Library included the following:

- Speaker of the House Dennis Hastert (R-Ill.) was honored at a reception in the Great Hall on January 3, 2001.
- The Congressional Black Caucus swearing-in ceremony was held on January 3 in the Coolidge Auditorium and the Great Hall. Vice President Al Gore and House Democratic Leader Richard Gephardt (D-Mo.) attended.
- On January 20, a Quadrennial Library of Congress breakfast was held in the Great Hall for members of Congress attending the presidential inauguration later that day. Also, several congressional inaugural receptions were held in the Madison Building that day.
- House Democratic leadership meetings were held in the Members Room on January 22 and February 3. House Republican leadership meetings were held in the Members Room on January 23–24. A meeting of a committee advising the Librarian on publishing a history of the House of Representatives was held on January 25.
- A Senate Democratic Conference meeting was held in the Members Room on February 2. A Democratic Leadership Council reception was held in the Great Hall on February 3.

- A Lewis and Clark Congressional Caucus signing ceremony and a reception were held in the Members Room on April 4.
- The House Republican Conference held a series of meetings for some eighty district congressional staff members in the Whittall Pavilion, Members Room, Room LJ119, and adjacent meeting rooms on June 13–14.
- The Members and Family Committee's first family movie night was held in the Pickford Theater on July 18. More than forty members and their spouses, children, and friends attended a classic film showing.

CRO also coordinated congressional participation in Library-sponsored events, including the performance of the Kirov Ballet on March 30, the opening of the *World Treasures of the Library of Congress* exhibition on June 6, and the National Book Festival on September 7–8. CRO staff members again participated on the planning team for the annual House Fair on April 17. Coordinated by the chief administrative officer of the House of Representatives, the annual event provides the Library with an opportunity to share information on its activities and congressional services with House staff.

#### DIVERSITY OFFICE

During fiscal 2001, the Library of Congress continued to meet its goal of developing and supporting programs to enhance work force diversity. The Diversity Advisory Council, which is made up of representatives from management, Library staff organizations, and the unions, continued to meet monthly to address the Library's diversity issues. Minutes of the Diversity Advisory Council meetings continued to be posted online by the outreach subcommittee.

In September 2001, the final technical issues were being resolved for the Library's first Diversity/Sexual Harassment Web-based training program for all Library managers, supervisors, and staff members. The purpose of the online training is to supplement the mandatory classroom course and build skills around critical workplace issues. Beginning in fiscal 2002, all managers and supervisors will be strongly encouraged to take part in the new Web-based training.

#### OFFICE OF COMMUNICATIONS

The Public Affairs Office supported and advised the Librarian of Congress and his senior managers on media and information matters and worked closely with national and local press on Library events and initiatives.

During the year, the office issued 182 press releases and fielded 4,082 phone calls, including 1,020 press calls and 362 calls regarding the National Book Fes-

tival. The office also responded to in-person inquiries from more than 400 visitors. In addition, it compiled more than 1,650 news clippings and more than 300 television and radio clips featuring the Library.

A principal effort of the Public Affairs Office during the year was publicizing the first National Book Festival, which First Lady Laura Bush hosted. Working with the public relations company Fleishman-Hillard, the office gained extensive media coverage for the festival, resulting in more than 211 million media impressions.

Among the articles about the book festival in major media outlets were stories in *Parade* magazine, the *Washington Post*, and *USA Today*. On the day before the festival, the *Early Show* was broadcast live on CBS from the Library of Congress, including interviews with Dr. Billington and Mrs. Bush. The program also featured Mrs. Bush reading to a group of fourth-graders from Abingdon Elementary School in Arlington, Virginia, in the Great Hall. C-SPAN televised the National Book Festival the next day for an unprecedented eight hours of live coverage. Additional coverage occurred in an op-ed piece in *USA Today* signed by the Librarian and Mrs. Bush, a story in *Time* magazine, and local and national radio interviews with the Librarian, including National Public Radio's "Diane Rehm Show."

Other events that garnered major news stories were the National Film Registry and its continuing nationwide tour, the acquisition of the archives of the American Communist Party, the appointments of Stanley Kunitz and Billy Collins as poets laureate, the Library's intended \$10 million purchase of the famous 1507 world map by Martin Waldseemüller, and the establishment of the John W. Kluge Center in the Library of Congress and the John W. Kluge Prize in the Human Sciences.

Notable television coverage for the year included an interview with Mr. Kunitz on the *NewsHour with Jim Lehrer*, a feature on the American Memory Web site on NBC News, and an appearance by the Librarian discussing the tenth anniversary of the Russian putsch on the *NewsHour with Jim Lehrer*.

The office continued to be responsible for many aspects of the Library's most popular public face, its World Wide Web site, while producing the Library's two monthly publications, *Library of Congress Information Bulletin (LCIB)* and the *Calendar of Events*, as well as a weekly staff newsletter, the *Gazette*. In cooperation with the Publishing Office, the Public Affairs Office compiled and produced a special Bicentennial edition of the *Annual Report of the Librarian of Congress for the Fiscal Year Ending September 30, 2000*. The report, which described the yearlong program of events that marked the Library's

200th year, included a black-and-white photographic record of these events in chronological order and an extensive Bicentennial appendix describing all commemorative activities.

The Public Affairs Office continued its involvement with the Library-wide Internet Operations Group and the Library-wide effort to refine and improve the extensive Library of Congress Web site in a user-centered redesign project. In an effort to make the Library's Web site more accessible to a wider audience, the Public Affairs staff maintained the Library's home page for the entire Web site at <<http://www.loc.gov>> and enhanced the site's appeal to new users. The office managed and expanded The Library Today, a daily, magazine-format site highlighting news and events at the Library and special features of the Library's Web site. Those special features included cybercasts of symposia and other Library events.

With millions of dollars in public service advertising space and creative advice donated through the Advertising Council as part of its Children's Initiative, the Library continued to develop and promote America's Library, a new Web site based on the Library's unparalleled resources and geared to children and families. In an effort to make the Library's collections more accessible to a broader audience, the Library launched the new Web site on April 24, 2000, as a gift to the nation during its Bicentennial year. More than 100 million hits were recorded during its first year of operation. The site is supported by the nonprofit Ad Council through a nationwide public service campaign with the tagline: "There's a better way to have fun with history . . . Log On. Play Around. Learn Something." Through donated space on the Internet, television, and radio, the site received an estimated \$48 million in free advertising in fiscal 2001, bringing the total to more than \$70 million since the site debuted.

The office continued to publish the monthly *LCIB* and make accessible past and current issues on the Library's Web site. The *LCIB* reviewed Library events such as concerts, lectures, and symposia; announced new Library initiatives such as the 2001–2004 national reading promotion theme, "Telling America's Stories"; and described new acquisitions, such as 20,000 Coca-Cola television commercials and the first complete set of electronic journal archives from the American Physical Society.

*LCIB* continued to feature all of the Bicentennial activities through December 2000, culminating with a ceremony to mark the sealing of a time capsule. The "Bicentennial Background" column, which ran throughout 2000 to highlight the Library's past activities and achievements, concluded with a history of cornerstones and time capsules throughout the Library's 200-year history. The

January 2001 issue announced the Library's Bicentennial gift to the nation of more than 5 million American historical items on its Web site—the culmination of a five-year project. The *LCIB* also provided extensive coverage of the National Book Festival, from the July 30 announcement of this first-time event to full coverage of the day's activities.

During the past year, the *Gazette's* two-person staff produced forty-three issues, including two issues of twenty pages featuring the American Library Association's mid-winter conference in Washington, D.C., and the National Book Festival, respectively. Throughout the year the *Gazette* provided continuous coverage of the Library budget's progress through the legislative process, exhibition openings, programs planned for cultural heritage celebrations, and dozens of Library programs and events. The *Gazette* also provided coverage of the Library's final Bicentennial programs, including three symposia and the sealing of the time capsule. For the second consecutive year, the *Gazette* captured the first-place award for the best continuing coverage to promote the 2001 Combined Federal Campaign in the National Capital Area.

On September 12, 2001, the day after the Library was evacuated in response to the terrorist attacks on the United States, the *Gazette* gathered information about the Library's response. The coverage of the events of September 11 in the September 14 issue marked the beginning of a continuing effort to keep staff informed about the Library's response to emergency situations and steps being taken to prepare for future emergencies.

The September 21 issue featured highlights of the National Book Festival, including overviews of the speeches delivered by historians David McCullough, John Hope Franklin, Doris Kearns Goodwin, and David Levering Lewis. The *Gazette* also captured the festival's events in photographs and captions. Also included in that issue were the results of the first reader survey, which was conducted by the *Gazette* editor at year's end. The response to the survey highlighted areas in which the newsletter needs to improve as well as features that garnered reader satisfaction.

The Public Affairs Office produced a new brochure, *It's More Than a Library*, about the Library's broad range of services. Other popular brochures titled *The Thomas Jefferson Building* and *25 Questions Most Frequently Asked by Visitors* were translated into Spanish, Russian, and Japanese. Staff information-sharing efforts included dissemination of electronic mail broadcast messages and a case-by-case approval of flyers to be posted in Library buildings announcing Library events.

#### DEVELOPMENT OFFICE

During fiscal year 2001, the Library's fund-raising activities brought in a total of \$21 million, representing 981 gifts to eighty-five different Library funds. These gifts included \$7 million in cash gifts, \$12.9 million in new pledges, and \$1.1 million in in-kind gifts. The Library forged new partnerships with 367 first-time donors, including corporations, foundations, associations, and individuals. Twenty-eight new gift and trust funds were established. At year's end, outstanding pledges totaled \$28 million.

Private gifts supported a variety of new and continuing programs throughout the Library, including exhibitions, acquisitions, symposia, a number of programs concluding the Bicentennial celebration, and the first-ever National Book Festival. The charter sponsors of the festival were AT&T, the James Madison Council, and WorkPlaceUSA. Those donors—along with others—gave \$1.4 million to support the festival.

Other major gifts and pledges received during the fiscal year included the following: (1) a combined total of \$9.5 million toward the purchase of an important Hebraic collection from Lloyd E. Cotsen, John W. Kluge, H. F. (Gerry) Lenfest, Kenneth Lipper, Jack Nash, the Bernard and Audré Rapoport Foundation, James Wolfensohn, and Mortimer Zuckerman; (2) \$1 million from Raja Sidawi to establish a program for Islamic Studies at the Library of Congress; (3) \$1 million from the Verna Fine estate that will support modern American music through activities related to the music of Irving Fine and other American composers whose works are housed at the Library; (4) \$1 million from the Duke Foundation for the Katherine Dunham Project; (5) an in-kind gift of 20,000 Coca-Cola commercials valued at \$1 million; (6) \$650,000 from the Paul Rudolph estate to establish and support programs and goals of the Center for American Architecture, Design, and Engineering at the Library; (7) \$500,000 from the Naomi and Nehemiah Cohen Foundation to benefit the Hebraic section; (8) \$400,000 from the Irving Caesar Lifetime Trust for a collaborative project with the Smithsonian Institution called "Integrating Meaningful Musical Experiences into the Lives of Young People"; (9) \$390,000 for the Mariinsky Theatre Project from the Prince Charitable Trust, the John W. Wilson Fund, and other donors; and (10) \$315,000 from Merrill Lynch and the United States-Japan Foundation for an exhibition titled *The Floating World of Ukiyo-e: Shadows, Dreams, and Substance*, showcasing the Library's spectacular Japanese holdings of prints, books, and drawings from the seventeenth to the nineteenth centuries.



During fiscal 2001, the Bicentennial Gifts to the Nation program brought in forty-five additional cash gifts totaling \$12.4 million. Those additional gifts brought the total gifts received under the program to 392 and the amount received to \$119.5 million. The gifts provided funding for significant items and collections, exhibitions, Music Division concerts, the National Digital Library, and general program support for the Bicentennial celebration, which ended in December 2000.

The Madison Council's fall meeting on October 5–6, 2000, celebrated the council's tenth anniversary. The celebration began in the U.S. Capitol with a number of members of Congress in attendance at a press conference announcing John Kluge's gift of \$60 million to establish the John W. Kluge Center and Prize in the Human Sciences. The chairman of the Joint Committee on the Library, Senator Ted Stevens (R-Alaska), hosted an afternoon tea in the Mansfield Room of the Capitol, where the Library thanked each member of the Joint Committee for support of the Library. Senator Stevens, Representative William Thomas (R-Calif.), and Senator Christopher Dodd (D-Conn.) praised the work of the Madison Council and John Kluge. In the evening, a

The James Madison Council supports the Library's Leadership Development Program. Pictured here with Madison Council chair John Kluge and Dr. Billington (center) are (from left) Leadership Development Program fellows Darleene Sewell-Jones, John Lewis, Tsai-Hong Miller, Robert Saladini, Ingrid Bough-Bell, Joseph Agyemang, Taru Spiegel, Giulia Adelfio, Robin Rausch, and Fehl Cannon, as well as Program Manager Fern Underdue and Chief of Staff Jo Ann Jenkins.

(Photo by Vivian Ronay)

number of ambassadors and members of Congress joined members of the council for an event featuring the international gifts to the nation contributed by foreign embassies, which were on display in the Jefferson Building.

In January 2001, the Development Office compiled *The James Madison Council of the Library of Congress: Tenth Anniversary 1990–2000*. The special report described members of the Madison Council as “Champions” with the enthusiasm to increase public awareness, “Innovators” with the insight to revitalize the visitor’s experience, “Visionaries” with the creativity to revolutionize public access, “Ambassadors” with the poise to forge global partnerships, “Educators” with the openness to share knowledge, “Connoisseurs” with the knowledge and judgment to fund important acquisitions, and “Impresarios” with the vision to produce major exhibitions. By the end of fiscal 2001, the Madison Council, through its members, gave \$135.3 million to more than 230 projects. This amount represents 60 percent of the \$227.2 million the Library received in gifts during that period.

At the Madison Council’s spring meeting on April 17–18, the Library’s extensive collection of Russian materials was featured in preparation for the council’s visit to Moscow and St. Petersburg—the fifth trip in a series hosted by the Librarian of Congress to the great libraries of the world. (The trip, originally scheduled for September 2001, was postponed after the tragic events of September 11.) Featured speakers for the spring meeting included James Collins, the former U.S. ambassador to Russia, and Queen Noor of Jordan.

#### **SPECIAL EVENTS AND PUBLIC PROGRAMS**

During fiscal 2001, the Office of Special Events and Public Programs (OSEPP) coordinated a record 493 events. A number of major corporations and nonprofit organizations and thousands of their U.S. and international guests were introduced to the Library’s collections and resources through events at the Library. On each occasion, OSEPP staff members organized Library representation, speakers, docents, and displays, as well as distributed Library publications and other materials. OSEPP staff members coordinated all events pertaining to the tenth anniversary of the James Madison Council, including the Madison Council business meeting and birthday party in the Montpelier Room on October 6.

During the year, more than 100 congressionally hosted lectures, symposia, policy meetings, film showings, and receptions were held in the Great Hall, Members Room, and other Library facilities. The increase in the number of congressional events at the Library demonstrated heightened awareness by

members of Congress and their staffs of the opportunities and benefits of using Library facilities and resources, particularly during a presidential inaugural year. In January alone, sixteen congressional events were held at the Library, with more than 350 members attending.

The White House, and particularly First Lady and “First Librarian” Laura Bush, established a strong working relationship with the Library of Congress by hosting events in the Library’s spaces, beginning with the presidential inaugural reception in the Great Hall on January 19, 2001, and ending with the highly successful National Book Festival cohosted by the Library of Congress and the first lady.

In addition to the National Book Festival and the Madison Council celebration, major events at the Library during the year included openings for three exhibitions: *World Treasures of the Library of Congress*, *Herblock’s History: Political Cartoons from the Crash to the Millennium*, and *Al Hirschfeld: Beyond Broadway*. They also included a performance by members of the Kirov Ballet and Opera in the Coolidge Auditorium.

A planned White House Reading Summit, scheduled for September 13, was canceled because of the September 11 terrorist attacks. After the attack, twenty-one scheduled events at the Library were canceled. However, thirty-two events were held at the Library during the month of September.

#### GENERAL COUNSEL

In fiscal 2001, the Office of the General Counsel (OGC) responded to more than 850 formal requests for legal opinions, in addition to litigating both court and administrative cases. The OGC defended twenty-seven court cases during the fiscal year, including sixteen cases carried over from the previous year. One new case was filed with the U.S. Court of Appeals, nineteen were litigated in U.S. District Court, four in state courts, and three in the Superior Court of the District of Columbia. Of the twenty-seven cases, eleven were dismissed, including the lawsuit filed in the U.S. Court of Appeals. Two were settled. Fourteen remained at the end of the year.

The OGC was instrumental in negotiating a resolution of the two outstanding issues raised by the plaintiffs in the ongoing *Cook* litigation. Those issues related to the Library’s competitive selection process and the statistical analysis of the process. After months of negotiations, the parties agreed on a new selection process and a new statistical analysis methodology. The court approved the agreement, and the Library began implementing the new selection process on March 1, 2001. The first statistical report will be produced early in fiscal 2002.

The year began with twenty-six administrative cases (e.g., equal employment opportunity cases, grievances, and adverse actions). Twenty-two new cases were added. Eighteen cases were decided during the year, leaving thirty cases pending at year's end.

The OGC reviewed legal and ethical issues involving Library personnel. During the year, the office reviewed fifty-eight orders involving child support, eighty-three concerning commercial garnishment of wages, forty-six related to bankruptcy, seven concerning student loan defaults, and twenty-seven involving tax liens. The office participated in the ethics training for new employees as well as the training for the Library's contracting officers. The office also reviewed 306 financial disclosure reports filed by Library officials in accordance with the Ethics in Government Act (5 *United States Code* Appendix 4, §§ 101 et seq.).

The OGC provided advice to the Library's Trust Fund Board, which accepts gifts and oversees the investment of those gifts to augment the Library's collections and services. Specifically, the OGC prepared resolutions for the board's review and was responsible for poll votes and for ratification of resolutions. The OGC was actively involved in examining legal issues associated with the establishment of the John W. Kluge Center at the Library of Congress and the Scholars' Council. These issues ranged from resolving highly technical tax matters to determining the copyright status of works created by Library staff members during their tenure as Kluge fellows. The office negotiated an agreement with the National Endowment for the Humanities on the competition for the Junior Fellows program. The office also participated in the drafting of an agreement to establish the Islamic Studies Trust Fund, including the appointment of visiting scholars and fellows as well as establishing a chair in Islamic studies. The research, analysis, and conclusions associated with these projects will apply to the Library's other visiting scholar programs.

The office reviewed nearly seventy gift instruments and other agreements to add materials to the Library's collections. The agreements included those relating to the archives of photographer Gordon Parks; the music archives of Theodore Presser Music Publishers; drawings of master characterist Al Hirschfeld; the collection of original and printed music manuscripts, papers, and memorabilia of jazz legend Billy Taylor; and the papers of Stuart Eizenstat, a senior-level adviser in the Carter and Clinton administrations. The office also worked with Library Services and the Justice Department to obtain the first and last holographic pages of Ayn Rand's novel *The Fountainhead*; assisted in finalizing the \$10 million acquisition of Martin Waldseemüller's 1507 world

map, the first map to identify the Western Hemisphere as America; and advised on legal matters concerning the bequest of Katharine Graham, the late publisher of the *Washington Post*.

The OGC also reviewed or prepared cooperative agreements with other agencies and organizations to govern a variety of joint projects. Included were an interagency agreement between the Library's American Folklife Center and the Smithsonian Institution's "Save Our Sounds" program to preserve recordings of some of America's vast musical heritage; an agreement between the Library's Motion Picture, Broadcasting, and Recorded Sound Division and Warner Brothers for the preservation of Warner's short films; an agreement between the National Library Service for the Blind and Physically Handicapped and the Industrial Designers Society of America for the mutual sponsorship of a competition for industrial design students to develop digital audio playback devices designed to overcome physical and environmental access limitations; and an agreement with the Abraham Lincoln Commission to examine ways to celebrate the bicentennial of President Lincoln's birth in 2009.

During the year, the office continued to assist in various matters relating to the Russian Leadership Program, a pilot program that was transformed into the permanent Center for Russian Leadership Development, an independent entity in the legislative branch of government. The OGC prepared authorizing legislation, bylaws for the center, board resolutions, an interagency agreement for the State Department to support the center, and a separate agreement for Library support. The office also reviewed materials relating to the program's grants, contracts, personnel actions, and investment of the Center Trust Fund.

The OGC advised Library officials preparing for the National Book Festival. The office was involved in initial discussions with the White House regarding the parameters of the festival and the respective roles of the first lady's office and the Library. The OGC advised on matters such as fund-raising, appropriate licenses, and insurance.

The OGC continued to support the National Digital Library by providing legal clearance for online collections in multimedia formats. The Hannah Arendt collection and the manuscripts of folk singer Woody Guthrie were among those collections. During the year, the OGC drafted a cooperative agreement between the Library, the Library of Virginia, and the Virginia Historical Society for the digitization and sharing of the institutions' collections of Civil War maps.

The office reviewed more than fifty documents and contracts pertaining to the Library's procurement of supplies and services. Working with Contracts

and Logistics, the office reviewed, advised on, and approved several hundred contracts for experts and consultants. The OGC also provided legal guidance to the FEDLINK program, including reviewing and approving many contracting documents. In total, FEDLINK issued more than 3,200 new contracts for a total contract value of more than \$101 million. The contracts covered services such as book and serials acquisitions, information retrieval and document delivery, and interlibrary loans.

The OGC worked with the National Digital Library, Financial Services Directorate, and the Office of the Inspector General to award and administer grants worth more than \$20 million. The grants included directed appropriations for an \$11.6 million teacher training project in western North Carolina; a \$4.3 million broadband telecommunications project in western North Carolina; a \$1 million scanning and telecommunications grant with the U.S. Military Academy at West Point, New York; and a \$6 million digitization project with the California Digital Library. In addition, OGC prepared a legal opinion on the Library's authority to receive grants from federal and nonfederal sources and determined that the Library has some explicit and implied statutory authority to receive grants after applying certain standards.

Throughout the year, the office continued its coordination with the Library's other legal offices: the Copyright Office, the Law Library, and the American Law Division of the Congressional Research Service. The office supported the service units, the Congressional Relations Office, and the Financial Services Directorate by reviewing authorization and appropriations legislation for key initiatives. After a prolonged effort, Congress enacted revolving fund legislation. The final measure established, as of the beginning of fiscal 2002, revolving funds for the FEDLINK interagency acquisition program, the Federal Research program, the sales shop, the Photoduplication Service, and recording services for the Motion Picture, Broadcasting, and Recorded Sound Division. The OGC worked with those organizations to implement the new legislation.

The OGC was represented on a number of Library-wide groups such as the Internet Operations Group and the Publications Coordinating Committee (PubCC). In consultation with other affected units, the OGC drafted a new regulation on staff use of the Internet. At year's end, the new regulation was being discussed with the recognized bargaining organizations. The OGC chaired a newly established Rights and Reproduction Subcommittee of the PubCC. The subcommittee, which is composed of members of affected units, worked on developing a policy statement to coordinate clearance procedures for rights throughout the Library, on examining the feasibility of a centralized database

to track clearances, and on providing training opportunities for Library staff. The OGC also coordinated an initiative to survey the delegations of authority that exist in the Library and issued the results.

The OGC is a member of several policy groups established by the associate librarian for Strategic Initiatives as a result of the study prepared by the National Research Council of the National Academy of Sciences titled *LC21: A Digital Strategy for the Library of Congress* and legislation enacted by Congress. For example, the OGC participated in the implementation of the National Digital Information Infrastructure and Preservation Program (NDIIPP), and the general counsel serves as chairman of the Business and Legal Policy Group. The group is preparing a policy and procedure guide to assist the associate librarian for Strategic Initiatives in the fund-raising and -matching effort. Toward this end, the office worked with the Financial Services Directorate, the inspector general, and the Development Office to analyze the legal and practical questions associated with soliciting and receiving private funds and in-kind contributions to match the \$75 million appropriation authorized in the NDIIPP statute.

The OGC was also a member of several interagency groups. In cooperation with the Federal Library and Information Center Committee, the OGC arranged two meetings of attorneys and librarians. More than fifty agencies attended, representing all three branches of government. These sessions focused on linking policies on the Internet as well as efforts by federal government agencies to make electronic information and equipment more accessible to people with physical disabilities. The general counsel continued to lead two interagency groups, which met on a monthly basis to exchange information and ideas on matters of common concern. The first group consisted of the legal officers of the legislative branch, and the second consisted of the general counsels of the federal government's cultural institutions in Washington.

The office met its goal of placing all of the Library's regulations online on the OGC Web site by the end of calendar-year 2000. The regulations are also available and searchable from the Library staff's Web page. The OGC Web site also includes copies of recent special announcements and the collective bargaining agreements for ease of use by all Library personnel.

#### INSPECTOR GENERAL

Fiscal 2001 was a year of transition for the Office of the Inspector General (OIG) as it welcomed a new inspector general in March. The office provided audit, review, and investigative reports; maintained a hotline; acted as a techni-

cal adviser to management in areas such as financial management systems and internal controls; participated on Library-wide committees; and reviewed laws and regulations. During the year, fourteen audit reports were issued.

Under contract with the OIG, the accounting firm of Clifton Gunderson LLP issued a report, dated March 2, 2001, on the Library's 2000 consolidated financial statements. The report stated that the Library's financial statements were presented fairly in all material respects. For the fifth consecutive year, the Library received an unqualified audit opinion.

The OIG continued to operate a hotline for reporting significant instances of fraud, waste, abuse of authority, and gross mismanagement. During fiscal 2001, the OIG processed thirty-six requests (nine from the previous fiscal year). Four requests did not require investigation, twelve were referred, and sixteen were investigated by the OIG. At the year's end, four complaints remained open.

The OIG participated in the Library's Digital Collections Security Group. The goal of the group is to devise a methodology for assessing risk with the digital collections and to develop minimum protective measures that are required for highest-, high-, medium-, and low-risk digital collections. The minimum protective measures were developed to ensure the availability, integrity, and confidentiality of the collections. At the end of the fiscal year, the risk assessment methodology had been completed. Test results will be analyzed in fiscal 2002.

As part of the Library's continuing efforts to establish baseline measurements for security of the collections, the OIG helped create a sampling methodology. In fiscal 2000, the OIG assisted in the development of sampling plans to select items from the general collection shelves and old shelflist to compare to data in the integrated library system (ILS). In fiscal 2001, additional support was provided to help clarify procedures for collecting and documenting attributes for each sample. The Library's Executive Committee approved an eight-year inventory of nonrare monographs for fiscal 2002. The OIG is funding three random sampling projects that will be completed by KPMG LLP in December 2001. The sampling projects will involve the Manuscript Division and the Anglo-American Acquisitions Division, and follow-up work will be done in the Prints and Photographs Division.

The OIG continued to participate in an advisory capacity on the Library-wide Computer Security Coordination Group. The committee continued to discuss topics such as Internet security, training, incident-reporting procedures, and design of a security Web page. New topics of discussion included the use of single sign-on software, development of standardized Library password con-

trols, implementation of enhanced virus-protection software, and status of business continuity and disaster recovery plans. The OIG is responsible for monitoring development of the Library's incidence response handling policies and procedures and reviewing the Library's security training plan.

In 2001, the OIG began proactive involvement in two significant Library information technology initiatives. The Copyright Office and Financial Services Directorate are undertaking progressive system replacement and reengineering efforts to take advantage of new technology and to improve efficiency. The OIG began working closely with those units and will continue to be involved throughout the life cycle of the initiatives to aid in reducing acquisition risks. The office's early involvement in the initiatives includes evaluation of reengineering studies; cost, benefit, and alternatives analyses; the requirements development process; and project management.

The OIG participated in the Contracts Services' training of contracting officer technical representatives (COTRs). The purpose of the training is to provide COTRs with an understanding of the contracting process and the general requirements and methods for performing contract oversight and management. The training provides COTRs with the background of the contracting process and explains their responsibilities and generic duties. The OIG took an active role in overseeing implementation of the Library's new hiring process by acting as a liaison between user groups and Human Resources Services to help resolve procedural issues relating to project management and contracting.

#### **CENTER FOR RUSSIAN LEADERSHIP DEVELOPMENT**

In December 2000, the U.S. Congress recognized the success of the Open World Program (previously known as the Russian Leadership Program) and the importance of its mission by authorizing the permanent Center for Russian Leadership Development at the Library to house the program (Public Law 106-554). Congress provided \$9.978 million in fiscal 2001 funding for this legislative branch-sponsored exchange program for emerging Russian political and civic leaders. The Library of Congress administered the program on a pilot basis in 1999 and 2000. Open World participants gain significant, direct exposure to the American democratic and free-market system through on-site visits and substantive meetings with government officials, business and community leaders, and members of the media and nongovernmental organizations. Since the program's inception, nearly 4,000 Russian political and civic leaders have visited forty-eight states and the District of Columbia.

Early in the fiscal year, 125 Russians came to the United States on Open

World visits hosted by two of the Library's partner hosting organizations, Rotary International and the International Institute of the U.S. Department of Agriculture's Graduate School. A number of these participants had the opportunity to witness the campaign and election process on the eve of the November 2000 elections. Open World inaugurated its calendar-year 2001 exchange with a June visit to Washington, D.C., and San Francisco by a delegation led by First Vice Chair Lyubov Konstantinovna Sliska of the Russian State Duma. Mrs. Sliska is the highest-ranking woman in the Russian Parliament. The Sliska delegation's visit focused on trade, economic development, and women in politics.

In July 2001, Open World launched a rule-of-law pilot project for leading Russian judges. The project is being conducted in cooperation with the Judicial Conference of the United States, the chief policy-making body of the federal courts. Each Open World rule-of-law delegation is matched with a senior American federal or state judge, who helps develop and also participates in the Russian judges' local program. After orientation sessions in Washington, D.C., participants travel to their host judge's local community, where they observe court proceedings; receive briefings on court administration, case management, media relations, and other topics; tour courthouses and correctional facilities; attend law school classes; and hold working meetings and roundtables with federal and state judges, court personnel, private attorneys, and law enforcement officials. Open World hosted these delegations in partnership with the Administrative Office of the U.S. Courts, the American Councils for International Education, the National Peace Foundation, Rotary International, and the Vermont/Karelia Rule of Law Project. One measure of the program's success is the continuing contact between the host American judges and their Russian delegation members.

In July, Open World began publishing an electronic alumni newsletter, the *Open World Alumni E-bulletin*, for past participants. The quarterly newsletter features issue-oriented articles by and about Open World participants, as well as information on alumni activities, Russia-related Library programs and projects, and grant opportunities. Paper copies of the first issue were mailed to alumni and will continue to be distributed throughout the regions of Russia.

Toward the end of the fiscal year, the transition to the Center for Russian Leadership Development was under way, and planning had begun for the center's 2001–2002 exchange program. Although physically located at the Library, the center will operate independently. A board of trustees was appointed to govern the center (see also Appendix C: Advisory Bodies).



Office of Security Director Kenneth Lopez (center) confers with Facility Services Officer Gary Capriotti (left) at the National Book Festival command center. (Photo by Merrily Smith)

#### OFFICE OF SECURITY

The mission of the Office of Security was brought into sharp focus after the September 11 attacks. Security planning already under way—accelerated since the 1998 shooting at the Capitol of two Capitol police officers, followed by the U.S. embassy bombings in East Africa—received new urgency and was expanded further.

The 1998 emergency led to the 1999 Library of Congress Security Enhancement Implementation Plan, a multiyear program of security upgrades to strengthen the Library's established minimum standards (as articulated in the October 1997 Library of Congress Security Plan), for police command and control, entry and perimeter security, and related security and law enforcement enhancements to conform with the overall Capitol complex security objectives. The plan—part of the 1999 U.S. Capitol Police Board Security Enhancement Plan—is coordinated with the Capitol police board, the Capitol police, the AOC, and the Space and Naval Warfare Systems Center, a government engineering entity working under an interagency agreement to assist the Library in accomplishing the tasks in the plan. In fiscal 1999, the Library received an initial emergency supplemental appropriation of \$16,975,000 as its share of the Capitol complex security enhancement appropriation. In fiscal 2001, the Library was appropriated an additional \$2,341,886 to permanently fund the fifty-one additional police authorized under the plan and another \$1,874,000 toward two other tasks in the plan.

After the September 11 attacks, Congress approved an additional emergency

supplemental appropriation of \$2.5 million for the Library—from the \$40 billion emergency appropriation—to pay for emergency communications systems, including constructing an Emergency Management Center, and to fund additional Library of Congress Police overtime.

Projects already in progress under the Security Enhancement Implementation Plan proceeded apace. Under one of the three major components of the plan, the Library will consolidate its two police communications centers in the Madison and Jefferson Buildings into one state-of-the-art communications center in the Jefferson Building. Construction of the new Police Communications Center, which will integrate the Library's intrusion detection and security monitoring systems, was to begin in early 2002, with anticipated completion by the beginning of 2003. Workers were to start installing upgraded intrusion detection and security monitoring systems in early 2002. To prepare for construction of the new center, the Library engaged in a number of construction projects in fiscal 2001 to consolidate police operations in the Jefferson Building.

Under the second major component of the Security Enhancement Implementation Plan, the Library will expand entry and perimeter security to include additional X-ray machines and detection equipment, security upgrades of building entrances, exterior monitoring cameras and lighting, and garage and parking lot safeguards. The AOC will install retractable vehicle barriers at entrances and exits of parking garages and other driveways, install bollards in areas not protected by walls that extend along the sidewalks, and build reinforced police shelters to replace kiosks at garage and parking lot entrances. In fiscal 2001, the Library moved forward on all tasks and expects to complete this phase of the plan by the end of fiscal 2003.

The third major component of the Security Enhancement Implementation Plan has been completed, with the hiring and training of forty-six new police officers and five police administrative employees. This increase brought the number of authorized police positions to 168, the largest police force in the Library's history. In fiscal 2001, hiring for the police administrative staff was completed, and functions were integrated within this new unit.

The Office of Security's Protective Services Division played a vital role in enhancing the security of the Library's staff, visitors, collections, and facilities on Capitol Hill and at the Library's off-site annexes. In all instances, the division collaborated closely with the Library's key stakeholders and senior service/support-unit staff members charged with supporting implementation of security initiatives.

The Office of Security continued collaborating with the Collections Secu-

rity Oversight Committee (CSOC) on a wide array of initiatives enhancing the security of the Library's priceless collections. Key actions included developing a digital collections security framework to ensure the availability, integrity, and confidentiality of those collections. The Library contracted with a vendor to conduct three additional random sampling projects to produce baselines assessing the magnitude of the collections' security problem in three divisions. The Office of Security and CSOC also developed policies and procedures facilitating the conducting of site visits to all divisions and monitoring the staff's adherence to best security practices.

In coordination with the AOC, the Library's electronic security specialists designed a cost-effective, innovative emergency access system and procedure ensuring timely access to cages protecting collections at risk in the Jefferson and Adams Buildings. The Library also continued conducting a security awareness campaign, focusing staff members' attention on their responsibility to protect the nation's heritage. The Protective Services Division implemented security upgrades enhancing the protection of collections in the Asian Division and the Science and Business Reading Rooms and also provided more than three dozen secure book carts for processing divisions.

The office's security specialists designed and installed electronic and physical security systems protecting priceless items on exhibit, including the Stradivarius instruments in the Whittall Pavilion and the *World Treasures* and *Thomas Jefferson* exhibitions.

*Protective Services Division.* The Protective Services Division upgraded several systems. The Physical Security Section's upgraded badging station enhanced the design of Library identification badges and improved tracking capabilities. The section also upgraded the Library of Congress Police key-control systems and will test a similar system in the Collections Management Division. The Protective Services Division upgraded the Emergency Management Center in the Madison Building, enabling the Emergency Management Team to assess emergencies and communicate decisions in a timely and effective manner.

The Protective Services Division also supported security requirements at the Little Scholars Child Development Center and at several of the Library's annexes, including the planned collections storage facilities in Fort Meade, Maryland, and Culpeper, Virginia, as well as the Taylor Street Annex. Working with other supporting agencies, the division developed an emergency plan for the Little Scholars facility.

In support of the planned opening of the Fort Meade facility, the division worked with the AOC, contractors, and key Library stakeholders on designing

and installing electronic and physical security control systems, including the primary intrusion detection system (IDS), secondary IDS, closed-circuit television (CCTV), and perimeter and interior access control systems. Contractors are designing security systems for the planned storage facility in Culpeper. The office also upgraded perimeter CCTV coverage at the Taylor Street Annex.

*Library of Congress Police.* To support expansion of the Library of Congress Police, a strategic training plan was designed to enable sworn and civilian police personnel to meet the diverse cultural and technological challenges of the twenty-first century. The training plan includes strategies to address the attrition of police officers and to strike a balance concerning managerial control, community expectations, professional ethics, and the discretionary flexibility needed to perform complex police work.

The Library of Congress Police provided efficient and timely law enforcement support for all Library functions, including inaugural events, visits from heads of state, the National Book Festival, and more than 500 congressional events and special events in the Library's buildings.

The Library of Congress Police force's 99 percent participation in the Combined Federal Campaign (CFC) was recognized at the Library's CFC awards presentation. During the Christmas holiday, staff members collected food and toys and distributed them to thirty-eight families in the metropolitan area. Staff members participated in the annual Law Enforcement Torch Run, which was sponsored by the D.C. Special Olympics and Downtown Jaycees, and represented the Library of Congress Police at the Regional Memorial Services for Slain Police Officers held in Washington, D.C.

*Library Security Officers.* Complementing the Library of Congress Police are Library security officers (LSOs) provided under the Library's contract with Securiguard, Inc. LSOs on duty in the Manuscript Reading Room intercepted the removal of high-risk collections items on eleven separate occasions. Securiguard personnel also played a vital role in supporting a wide array of special events, including the National Book Festival. In addition, Securiguard LSOs provided security to the Landover Center Annex, the Taylor Street Annex, and the Little Scholars Child Development Center.

*Personnel Security Office.* The Personnel Security Office managed the Library's background investigations program to determine the suitability of employees, contractors, and volunteers and to determine security clearance eligibility. Efforts this year were concentrated on concluding work begun in support of the police hiring initiative under the 1999 Security Enhancement Implementation Plan. The office dealt with an unprecedented number of

applicants and vacancies, an accelerated personnel hiring process, and enhanced investigative requirements. Year-end statistics reflect the changing workload: case openings totaled 620, down 13 percent from fiscal 2000 figures, yet 13 percent higher than fiscal 1999 statistics. Case closings totaled 593, down 20 percent from the previous year's high, but 22 percent higher than fiscal 1999 figures. The office proposed administrative action in thirty cases, which generally involved issues of material falsification, adverse employment history, or criminal history.

In addition, the office refined procedures regarding referral of pending bench warrant information to the Library of Congress Police and questions of employment eligibility of non-U.S. citizen applicants to Human Resources Services. The Personnel Security Office also participated in planning and training related to new human resources technology. The office continued its outreach efforts through presentations in new employee orientation sessions, administrative management training modules, and a forum on computer security.

*Office of Investigations.* The Office of Investigations is responsible for receiving and acting on allegations that involve violations of laws or regulations affecting Library of Congress programs and operations. The office, which is now fully staffed by two special agents and one investigative assistant, had operated with one vacant agent position for six months during fiscal 2001.

During the year, forty reports of suspected theft and mutilation of collection material and reports of 122 missing copyright deposits were made. Year-end statistics show that forty new cases were opened, thirty-four cases were closed, and twenty-two cases remained open. One Library-led civil investigation conducted as part of a multiagency investigation involving a former Library contractor resulted in a \$250,000 settlement for the government.

The Office of Investigations continued to participate on the Library's Computer Security Coordination Group to develop computer security policies and procedures. Special agents also continued to participate on a subcommittee that is developing a reporting policy and procedures for computer-related incidents. The special agents in the Office of Investigations serve as liaisons to the Federal Bureau of Investigation (FBI) in the event that a computer crime perpetrated against the Library requires FBI assistance. When the FBI declines to investigate a computer crime against the Library, Office of Investigations agents investigate the offense with support from the Library's computer security officer.

The Office of Investigations continued to provide technical training to su-

pervisors and fraud awareness training to contract specialists. The office provided guidance to Library managers for resolving allegations concerning disruptive or serious employee misconduct.

#### **PLANNING, MANAGEMENT, AND EVALUATION DIRECTORATE**

The Planning, Management, and Evaluation Directorate (PMED) is tasked with implementing the Library's Strategic Plan, which provides a road map for the organization through 2004. During the year, PMED worked collaboratively with the Financial Services Directorate and representatives from all the Library's service and support units to follow the principles of the Government Performance Results Act. Together with the service support units, PMED is implementing an integrated process referred to as the Planning, Programming, Budgeting, Execution, and Evaluation System, or PPBEES. When fully institutionalized, PPBEES will better integrate program operations with support requirements, which will move the Library into developing program-driven budget requests to Congress, including identifying new resource requirements through a subprocess referred to as Management Decision Packages (MDEPs). PPBEES also requires organizations to set meaningful annual goals, objectives, and performance measurement to ensure accountability over the use of both appropriated and nonappropriated resources.

To promote better understanding of the planning process and to enhance coordination between the planning efforts of the Library's several organizations during fiscal 2001, PMED expanded its Web site to include a fiscal 2001 Annual Program Performance Plan (AP<sup>3</sup>) for each service and support unit. The AP<sup>3</sup> establishes the goals that help the Library move toward achieving the strategic priorities and objectives of the Strategic Plan. The AP<sup>3</sup> is a tool to integrate the Library's operating programs with the budget process and to evaluate the Library's operations in terms of efficiency and effectiveness. Fiscal 2003 will be the first full year AP<sup>3</sup>s are used to plan, program, budget, execute, and evaluate the Library's operations. PMED is also working with Information Technology Services to develop an online capability for managers to create and edit AP<sup>3</sup>s. The project will also include a searchable and sortable relational database for users to review the plans of other organizations and for managers to create both standard and ad hoc reports. A prototype will be available in January 2002, with a pilot program for several service and support units to create their fiscal 2004 AP<sup>3</sup>s.

For the execution and evaluation portion of the fiscal 2001 PPBEES process

cycle, PMED collaborated with the Financial Services Directorate to compile a review of service and support unit programs at midyear and again after the third quarter. These self-evaluations of progress toward achieving AP<sup>3</sup> goals were conducted using evaluation criteria established through the collaborative efforts of the former Strategic Planning Committee (now integrated into the Operations Committee). Each service and support unit reviewed and evaluated its performance for each AP<sup>3</sup> goal using “green,” “amber,” or “red” criteria to indicate progress toward achieving the goals. In addition to providing status at the goal level, some units evaluated the status of particular key targets. Although such level of detail was not required, PMED found value to having the additional information in developing the summary analysis.

As part of the Library’s MDEP process, the PMED staff worked collaboratively with the Law Library of Congress to begin an analytical review of the work processes the Law Library uses to execute its mission. This consultative project will assist Law Library management in ensuring maximum efficiency and effectiveness in using Law Library resources.

The Library’s Management Control Program Committee, with support from PMED, fully implemented the Management Control Program, covering all financial and nonfinancial activities. The objectives of the program are to provide reasonable assurance that (1) obligations and costs comply with applicable law; (2) assets are safeguarded against waste, loss, and unauthorized use or misappropriation; (3) revenues and expenditures are properly accounted for; and (4) program activities are carried out in the most efficient, effective, and economical manner possible.

#### **FINANCIAL SERVICES**

The Financial Services Directorate (FSD) serves as the principal adviser to the Librarian and Deputy Librarian on all financial activities of the Library. FSD directs a comprehensive financial management program and is responsible for formulating, presenting, and executing the Library’s budget; establishing and monitoring systems controlling the expenditure of funds; financial reporting; and establishing all budgetary and accounting standards.

The Consolidated Appropriations Act of 2001 (Public Law 106-554), signed by the president on December 21, incorporated the provisions of several acts by reference, including the Legislative Branch Appropriations Act (H.R. 5657) and the Miscellaneous Appropriations Act (H.R. 5666). Under H.R. 5657, Library of Congress appropriations that were available for obligation totaled \$448,454,000 and included authority to spend \$36.1 million in receipts. H.R.

5666 included a 0.22 percent across-the-board cut in fiscal 2001 and \$100 million for a National Digital Information Infrastructure and Preservation Program (subsequently reduced to \$99.8 million as a result of the cut). The result of both acts was a fiscal 2001 appropriation for the Library of \$547,247,401, including authority to spend \$36.1 million in receipts. The Supplemental Appropriations Act of 2001 (Public Law 107-20), signed by the president on July 24, 2001, provided \$600,000 for a collaborative Library of Congress telecommunications project with the U.S. Military Academy. The 2001 Emergency Supplemental Appropriations Act for Recovery from and Response to Terrorist Attacks on the United States (Public Law 107-38), signed by the president on September 18, 2001, provided \$2.5 million for security-related activities. The result of all four acts was a fiscal 2001 appropriation for the Library of \$550,347,401.

The Budget Office supported the fiscal 2002 budget process during fiscal 2001. The Library's budget request for fiscal 2002 totaled \$480.1 million, including authority to spend an additional \$35.8 million in receipts. A major part of the Library's submission was funding for mandatory pay raises and price-level increases. Other increases were for digital futures support of the NDL, CRS, and computer security infrastructure and for collections access, preservation, and security needs. At the end of the fiscal year, the House/Senate Legislative Branch Appropriation Conference Committee had not yet met to reconcile differences between the House and Senate versions of the Legislative Branch Appropriations Bill for fiscal 2002 (H.R. 2647).<sup>2</sup>

During fiscal 2001, three new laws were mandated that required additional FSD support. The Library of Congress Fiscal Operations Act of 2000 (Public Law 106-481, approved November 7, 2000) established three new revolving funds to improve the Library's fee-for-service activities. A second law (Public Law 106-554, approved December 21, 2000) established the Center for Russian Leadership Development as a separate legislative branch agency, requiring new financial support. And a third law (Public Law 107-20, approved July 2001) mandated the Library to provide financial services to the Abraham Lincoln Bicentennial Commission. All three mandates required accounting, travel, or budget support to ensure that all programs were in a ready position for full implementation and operation in fiscal 2002.

The Library continued to refine and improve its multiyear planning and

2. On November 12, President Bush signed the Legislative Branch Appropriations Act (Public Law 107-68), which provided a fiscal 2002 appropriation for the Library of \$486,762,000, including authority to spend \$34.7 million in receipts.

budgeting process. Using an annual program performance plan based on the Library's mission statement and strategic priorities, Library offices initiated executive discussions on proposed programs or increases to program activity (the programming phase). With executive approval, Library offices developed further the detailed cost analyses to justify program effectiveness and efficiency (the budgeting phase). Included in this year's process was the requirement to include a cost and benefits alternatives analysis for major new program initiatives. After congressional approval of the fiscal 2001 funding, Library offices prepared a business plan—outlining how they planned to spend the funds and what specific accomplishments they expected. The business plan was used as a planning and management tool. At the same time, the plan constituted a commitment between each office and the Library's Executive Committee for program performance (the execution phase). Finally, quarterly financial and program status reviews validated actual program performance, as well as financial assumptions and effectiveness, thereby helping to determine if or when adjustments needed to be made (the evaluation phase).

The Accounting Operations Office continued to meet established performance standards for processing invoices and travel. During fiscal 2001, the invoice payment standard was raised from 75 percent to 80 percent (invoices received for payment paid within thirty days). Actual results reflected a rate of 89.7 percent of invoices paid within thirty days. The Library also paid 98 percent of its eligible recipients through electronic funds transfer (EFT). This percentage significantly exceeds that achieved by all other federal agencies for U.S. Treasury disbursed vendor payments by EFT. The Library increased its use of credit cards for small purchases and improved the accountability of the credit card process by using enhanced automation. The credit card payment process is an example of how FSD improved program services while reducing administrative costs. FSD also continued to actively support the Library's contracting staff by participating in the training program for COTRs, improving access to vendor information by COTRs, and responding to numerous vendor questions.

The Financial Reports Office (FRO) prepared five sets of fiscal 2001 financial statements for audit: the Library of Congress consolidated, the James Madison Council Trust Fund (JMCTF), the National Digital Library Trust Fund (NDLTF), the Cooperative Acquisition Program Revolving Fund (CAPRF), and the Capitol Preservation Commission (CPC). In addition to receiving the fifth "clean" opinion for the consolidated financial statements and continued clean opinions for the JMCTF, NDLTF, and CPC financial statements, the Library received its second clean opinion for the CAPRF and

submitted the statements to Congress by the deadline cited in the revolving fund legislation (March 31). FRO also increased its reported quarterly budget execution data to the Department of the Treasury through the FACTS II reporting mechanism. FRO voluntarily submitted cumulative second- and third-quarter data for the Library and for cross-serviced agencies (the Congressional Budget Office and the Office of Compliance) along with the annual required fourth-quarter submission. In addition, FRO led a committee of representatives from the National Digital Library, Law Library, the Copyright Office, and the Congressional Research Service in revising the Library's methodology for recovering overhead costs in its fee-for-service units. On the Deputy Librarian's acceptance in July 2001 of the committee's recommendations, the Library had, for the first time, a methodology agreed on by all parties who are subject to recovering overhead costs.

The Disbursing Office (DO) improved cash management by continuing to increase payments by EFT and by reducing over-the-counter cash advances, permitting the DO to reduce its cash-on-hand. The DO implemented the Automated Standard Application for Payments (ASAP) system, which allows the Library to instantaneously transfer trust fund monies from the Library's Treasury accounts to the private-sector investment accounts. The new ASAP system streamlined the Library's ability to transfer, in accordance with Trust Fund Board investment policy, more than \$54 million (including \$48 million from the John W. Kluge Trust Fund) to the private-sector growth and income pool. The DO also worked with the Department of the Treasury and other Library offices to implement PAY.GOV, which permits donors to the Library and licensees of the Copyright Office to make payments using either credit cards or direct withdrawals from their checking accounts over the Internet. Another initiative, payment by EFT to the Library's foreign vendors either in their local currencies or U.S. dollars, was started and is expected to be completed in fiscal 2002. Finally, the DO developed the capacity to rapidly report changes in ratios and values among the trust funds within the growth and income pool. Investment results are now obtainable on the next business day after a reporting period. All initiatives improved the Library's cash management policies and procedures.

During fiscal 2001, the Library's central federal financial system (FFS) processed 193,812 documents that contained 262,707 lines of transactions. Purchase and payment transactions dominated processing with a combined total of more than 154,821 lines of transactions. FFS has served the Library well for almost a decade, including support for the receipt of unqualified, "clean" audit

opinions. However, the technology direction of the Library is Web-enabled applications, and FFS's outdated mainframe technology is becoming increasingly costly and difficult to maintain. FFS was not designed to process, account for, and report on financial data in a way that satisfies today's needs, and the FFS vendor, American Management Systems, is investing more resources in its new system (Momentum) rather than in FFS. As a result, FSD initiated a central financial management system (CFMS) replacement project to implement more modern technology for financial services that supports a number of key objectives, including (1) implementing program-based budgeting, which would align the Library's budget with the full cost of programs and provide better information to evaluate cost and performance information; (2) providing additional electronic transaction processing, eliminating paper barriers, and expanding electronic commerce capabilities; (3) providing access to financial information and transaction processes unconstrained by distance and time, which would facilitate telecommuting and remote processing; and (4) implementing a user-friendly "point and click" graphical user interface, which would facilitate greater use of financial data and permit more decentralized access and entry of data at the source of the transaction.

During fiscal 2001, the Financial Systems Office (FSO) completed a major CFMS replacement project task (a cost and benefits alternatives analysis) and did substantial work on a second major task (the new system requirements definition). FSO also implemented additional automated support for the Library's use of credit cards for small purchases, installed Web Procurement Desktop (PDT), converted several DOS Paradox programs to Visual Basic, and began work on a project to replace or augment the Reports Management System (RMS) with a more robust reports capability (i.e., Crystal reports). Finally, FSO provided classes on FFS, RMS, and PDT to members of the Library staff and the staffs of cross-serviced agencies: nine FFS/RMS classes drew sixty staff members and six PDT classes drew thirty-four staff members.

Significant progress was made toward developing standard operating procedures for the Disbursing Office, the Budget Office, and the Accounting Operations Office. All of the standard operating procedures for the Disbursing Office were printed and issued. The Budget Office continued to update and expand its office procedures manual, and a draft of all of the standard operating procedures for the Accounting Operations Office (thirteen major areas) is in the process of final review.

### HUMAN RESOURCES SERVICES

During fiscal 2001, Human Resources Services (HRS) placed particular emphasis on timely selection of highly qualified applicants. In conjunction with the OGC, HRS helped resolve a long-standing class action law suit (*Cook* case), an effort that paved the way for an innovative, automated selection system (AVUE) implemented in March 2001.

After two years of negotiations mediated by Magistrate Judge Allen Kaye, the Library and the *Cook* plaintiffs submitted a joint report to the U.S. District Court for the District of Columbia indicating that the parties had resolved the two outstanding issues, specifically, the validity of the Library's selection procedures for professional, administrative, and supervisory technical positions, and the statistical method of reporting personnel selections. The parties agreed to a revised merit selection process that the Library regarded as objective, fair, content valid, and defensible. On January 18, 2001, Judge Norma Holloway Johnson approved the agreement and directed that the Library implement the new selection procedures no later than March 1, 2001. As a result of Judge Johnson's decision, the Library was no longer required to seek plaintiff approval for affirmative employment programs or to report to plaintiffs on noncompetitive selections. Court oversight is scheduled to end on December 1, 2002.

Consistent with Judge Johnson's directive, HRS implemented a new automated classification and staffing system on March 1, 2001. HRS worked closely with the system's vendor to institute numerous modifications to meet Library requirements and enhance usability. HRS provided individualized assistance to applicants and provided many training sessions to Library staff members interested in gaining a fuller understanding of the online application process. In addition, managers received extensive training in conducting structured interviews—a core element of the new merit selection process. Through the balance of fiscal 2001, Library managers developed 504 position descriptions online. More than 1,500 individuals applied online for Library positions, and service units filled twenty-five vacancies. As the year ended, a series of enhancements were under way to improve the application process.

This new process contained several distinctive features designed to streamline the hiring process. First, the creation of an electronic position description automatically generated a draft vacancy announcement, crediting plan, applicant assessment questionnaire, and interview questions for review by an HRS specialist and a panel of three subject matter experts. Second, the approved vacancy announcement could be immediately posted on the Library's and

Office of Personnel Management's government-wide Web sites. Third, the time-consuming minimum qualification stage was eliminated. Fourth, specialized experience, time-in-grade, and years of experience no longer acted as barriers to applicants who had the necessary training and experience to perform the duties identified in a position. Finally, the structured interview objectively identified qualified applicants.

Beyond the automated classification and staffing system, HRS provided the entire Library staff with a desktop icon for a wide array of electronic services, most of them available twenty-four hours a day, seven days a week. These services, which became available on March 1, 2001, were as follows:

- *Employee Express*. Maintained by the Office of Personnel Management (OPM), this Web-based service gives staff members access to their payroll information, Thrift Savings Plan, health benefits, and other information. Through Employee Express, staff members can electronically change much of their information, such as home addresses and voluntary financial allotments.
- *National Finance Center (NFC) Employee Personal Page*. Employees can view their payroll, leave, insurance, and savings bond information on this site.
- *The Work Number*: With approval of the user, this site provides lenders with instant information about the loan applicant (e.g., verification of employment history).
- *Thrift Savings Plan*. At this Web site, employees can check rates of return on their investments, calculate their earnings, join or change allotments during open season, or stop their contributions.
- *Retirement Calculator*: Through this online tool, employees can estimate their future retirement benefits in the Civil Service Retirement System and Federal Employee Retirement System plans, as well as Social Security and the Thrift Savings Plan.

The directorate's Technical Services Group continued to provide support, advice, and assistance to Library service units, management, and staff. During fiscal 2001, these efforts included processing 11,194 total actions (including 3,107 noncompetitive actions as well as pay adjustments and NFC automatic actions), ensuring correct and timely payroll processing for more than 4,300 Library employees, reviewing and approving advance sick leave requests, and processing actions under the Voluntary Leave Transfer Program.

The Library's fiscal 2001 authorization included a provision for converting the employees of the Little Scholars Child Development Center to civil service benefits. The HRS Retirement Benefits Section also supported the effort

through informational briefings to the center's staff on retirement, life insurance, and health insurance benefits options. Through these combined efforts, payroll processing and benefits elections commenced on schedule in March 2001.

During fiscal 2001, the Fraternal Order of Police bargaining unit went through its first complete year under its master labor agreement. Each of the other three master labor agreements either continued or began master contract negotiations. During the year, the Labor Management Relations staff recorded sixty-five grievances, thirty-six information requests, eleven unfair labor practices, and twenty-eight waiver requests.

During the year, the Employee Relations Office processed nineteen adverse actions, two investigations, eighteen separations/disqualifications, three reports of investigation, eight suitability determinations, twenty-three event reports, and approximately 240 adviser consultations.

Employee Assistance Program (EAP) counselors maintained a heavy schedule of individual counseling as well as other programs for the work force. In the aftermath of the September 11 terrorist attacks, the counselors held six staff sessions, all of which were well attended and well received. During the year, the counselors also conducted five grief counseling groups for staff members following deaths of co-workers. In the program area, EAP staff members headed a group that developed a workplace violence statement and designed and implemented workplace violence staff training. Staff members also conducted several well-received team-building sessions at the request of various supervisors. During the year, EAP conducted sixteen training sessions, seventeen briefings for staff members and managers, 722 individual counseling sessions, and 865 professional consultations.

During the year, OPM approved the Library's request to conduct a Voluntary Early Retirement Program. The staff of the Retirement Benefits Section administered that important initiative, conducting numerous individual planning sessions with eligible staff members and reviewing and processing thirty-seven employees for separation under this authority. In fiscal 2001, the section also conducted another critical initiative, that of reviewing 1,103 official personnel folders to determine whether certain employees had erroneously been entered into an incorrect retirement system. This review revealed twenty-four such instances, and staff members notified the affected employees.

The section also conducted ten retirement planning seminars, which were attended by 350 Library staff members. In addition, the section successfully administered a Health Benefits Fair, the Blue Cross Service Days, and Open Sea-

sons. Library staff members made extensive use of the newly created hotline for benefits and retirement questions, with 5,842 calls logged during the year.

The Interpretive Services Program (ISP) continued to assess and design accommodations for library-sponsored programs for employees and constituents who are deaf or hard of hearing. ISP logged more than 1,200 hours of interpretative services during the year, using a flexible combination of one full-time staff member and various professional contractors.

In October 2000, ISP, along with the Library of Congress Deaf Association and Gallaudet University, established the Model Secondary School for the Deaf Internship Program (MIP). Through this effort, seventeen students from Gallaudet's secondary school worked as Library interns, recording more than 4,500 hours of challenging work in exchange for job experience and work-life mentoring. Deaf employees at the Library served as MIP mentors, volunteering to provide input on career objectives, work ethics, and workplace experiences. A nationally recognized model intern program, MIP was particularly noteworthy for its level of management support, interpreting-services coordination, and mentorship opportunities.

During the year, the Workers' Compensation Program office processed 172 reportable injury and illness claims to the Office of Workers' Compensation and logged an additional 36 occupational repetitive motion complaints, while counseling more than 200 prospective injury claimants. The Library's charge-back costs (approximately \$37,000 from the previous year) were reduced, and workers were returned to the active work-force rolls (many having been on long-term disability), thereby reducing costs by hundreds of thousands of dollars. Those efforts placed the Library's program among the leaders for agencies its size. During the last quarter of fiscal 2001, the Health Services Office assumed responsibility for administering the Workers' Compensation Program.

The HRS Equal Employment Opportunity Complaints Office (EEOCO) continued to process discrimination complaints to ensure administration of the Library's Equal Employment Opportunity program in accordance with statute, Library regulations, and policies. EEOCO began the fiscal year with 143 cases. During fiscal 2001, 85 new cases were added to that figure, and 61 cases were resolved. At the close of the fiscal year, EEOCO had 167 cases pending, including 94 formal and 73 informal complaints.

The Dispute Resolution Center completed its eleventh year of operation under the negotiated agreements with American Federation of State, County, and Municipal Employees, AFL-CIO, Locals 2477 and 2910 and Congressional Research Employees Association and under the regulation (LCR2020-7)

for non-bargaining-unit employees. Forty-three cases were carried over from the previous year, with 81 new cases logged in fiscal 2001. With 101 cases closed during the year, the year ended with only 23 active cases, far fewer than the previous year.

The Affirmative Action and Special Programs Office (AASPO) directs the Library's multifaceted efforts to increase the participation of minorities, women, and persons with disabilities in all Library programs and activities. During the year, AASPO conducted awareness and education programs to mark African American History Month, Hispanic Heritage Month, Asian Pacific American Heritage Month, Women's History Month, and Disability Employment Awareness Month.

In January 2001, the fifth Affirmative Action Intern Program class completed the first year of a two-year professional development effort. Begun in 1990, the intern program prepares Library staff members who are in clerical and technical positions for advancement into permanent professional and administrative positions leading to the GS-11 or GS-12 level. The program includes intensive on-the-job training, formal coursework with training allotment, professional development plans, mentors, and sponsored or recommended seminars and courses.

Forty-three Library staff members received awards under the Fiscal 2001 Affirmative Action Tuition Support Program. Each award carried a stipend of up to \$1,500 toward payment of tuition, books, and other fees directly related to the educational process. During the year, the Library selected twelve candidates to participate in the Affirmative Action Detail Program. The selected candidates, who received training, mentoring, and professional development plans, were given six-month to one-year details to professional or administrative positions.

The Library's Federal Women's Program continued to provide educational programs to highlight the contributions of women in the workplace and to heighten awareness of a wide variety of women's issues. Women make up 55 percent of the Library's work force. During the year, the Library's Federal Women's Program manager chaired the Library's Advisory Council on Women's Issues, as well as the Federal Women's Program Interagency Council, which represents more than forty federal agencies; directed training at the Federally Employed Women National Training Program; and spoke at the White House on initiatives to implement an agency-level Federal Women's Program.

The Library employed forty-three local high school students under its 2000–2001 work-study program. Administered by AASPO's Cooperative Education Program, the work-study program continued to serve as an important

recruitment tool for future Library career employees. In addition, fifteen college students worked in volunteer internships through the Student Academic Intern Program; seven students participated in the 2001 Summer Jobs Program; three disadvantaged youths worked at the Library under the Urban League 2001 Summer Youth Program; and three interns were employed in various Library offices under the Summer 2001 Hispanic Association of Colleges and Universities National Internship Program.

#### INTEGRATED SUPPORT SERVICES

During fiscal 2001, the Integrated Support Services (ISS) contracted for \$231 million in goods and services; completed several major renovations; provided printing, graphs, and postal and freight service support to the Library staff; and ensured the health and safety of Library staff members through the work of Safety Services and the Health Services Office. Throughout the year, the ISS director continued to chair the Library's Emergency Management Team (EMT) and to serve as the Library's primary designated safety and health official. The ISS director, ISS division chiefs, and support staff participated in EMT activities throughout the year, with increased responsibilities after the September 11 terrorist attacks.

*Contracts and Logistics Services Division.* The Contracts and Logistics Services Division (C&L) is composed of the Contracts Section and the Logistics Section. The Contracts Section encompasses all contracting activities for the Library of Congress (ISS Contracts Section) and FEDLINK customers (FEDLINK Section). The Logistics Services Section accounts for and ensures proper use and disposal of more than 100,000 line items of Library personal property valued at approximately \$309 million. This group also manages a reimbursable supply operation for the Library that buys common use items (office supplies) in bulk to take advantage of economies of scale, avoiding higher costs and duplicate buying.

During the year, C&L completed more than 12,500 contractual actions. Specifically, the contracting staff that supports internal Library customers by purchasing all services, supplies, and equipment for the Library processed 6,495 contractual actions for approximately \$130 million. Contracts supporting internal Library customers resulted in a cost savings of \$819,000 as a result of increased competition and aggressive negotiations. In addition, the Special Projects Closeout team deobligated more than \$4.6 million across a wide range of prior-year appropriations while performing contract closeout activities. The Contracts Section filled 2,737 requisitions with total sales of over \$875,000.

C&L's participation in the Government Credit Card program resulted in

160 transactions totaling \$176,866. This amount was a reduction in transactions from fiscal 2000 and reflects C&L's program to decentralize and expand the use of credit cards Library-wide. Under this program, authorized staff members may use credit cards to purchase relatively low-cost, immediately needed supplies.

The supply help desk fielded more than 550 calls during the year to assist Library personnel in avoiding unnecessary spending, lost discounts, and high prices. The warehouse and receiving operation picked up and delivered more than 14,922 items of furniture and equipment.

C&L continued to support the Computers for Learning Program established by Executive Order 12999. The program was established to ensure that all American children have the skills they need to succeed in the information-intensive twenty-first century. During fiscal 2001, the Library donated 560 computer systems valued at more than \$931,700 to twenty-seven schools nationwide. In addition to donating to the schools, the Library assisted other agencies and organizations with donations of excess property. In September, the Library transferred 183 pieces of furniture valued at \$59,900 to New York City through an agreement with the Maryland State Agency for Surplus Property to assist agencies recovering from the September 11 terrorist attacks.

*Facility Services.* Facility Services completed the design phase and part of the implementation phase of the second year of the ergonomic furniture replacement program for the Madison Building. That work involved the design of 360 workstations and the installation of eighty workstations. Facility Services completed the Congressional Research Services space-realignment project, which involved 640 staff members and 185,000 square feet of office space. Also completed were projects in the Serial Record Division of Library Services.

Facility Services continued to work on renovation and restoration projects in fiscal 2001. It initiated a major project in the Science and Technology Division, which will affect thirty staff members in 9,200 square feet of the Adams Building, and completed restoring the Whittall Pavilion. The latter included the design and construction of five special-environment display cases for the Stradivarius violins. In addition, the division completed design work for the John W. Kluge Center in the Jefferson Building. In support of the Library's security initiatives, Facility Services completed designs for a command and control center that will centralize police operations in the Jefferson Building. Construction on these facilities began in June 2001.

The Public Programs Section of Facility Services supported 54 events sponsored by the Office of the Librarian (an increase of 76 percent over fiscal year

2000); 167 congressional events; and 1,903 other Library events, including meetings, seminars, and conferences.

*Office System Services.* Office System Services continued to work to meet the printing, postal, freight services, and records management needs of the Library. New digital copiers were installed in Library administrative offices. The new digital copier program also provides for on-site contractor technical support, resulting in increased customer service and production levels and decreased downtime.

The Printing Management Section supported the printing needs for the Library's National Book Festival, as well as provided printing, composition, and graphics support for posters, reports, brochures, and calendars for major Library exhibitions, special events, and other Library programs. During the year, the Printing Management Section installed a new Docucolor 2060 color copier, providing the latest technology in print-on-demand at approximately sixty color pages per minute. A large number of orders are provided electronically, and now customers are able to send files directly to the new copier.

The Mail and Distribution Management Section participated in the Model Secondary School for the Deaf Internship Program for 2000–2001 as part of the Disability Employment Program. The intern in that program received training in the Mail Analysis Unit and in metering of outgoing mail. The Mail and Distribution Management Section began using scanners to track items received from U.S. Postal Service freight, FedEx, United Parcel Service, and so forth. The scanners enabled the unit to maintain accurate records of lost, received, and incoming materials and has resulted in secure tracking of all mail.

The Records Management Unit continued to provide records management service and technical assistance to Library divisions and congressional offices. The unit prepared one new records disposition authorization and annotated eleven others. Cost avoidance savings increased over prior-year levels, totaling \$37,529. More than 900 cubic feet of authorized records were destroyed in one cost-saving effort. The unit also completed the electronic forms pilot installation project and continues to design forms electronically so that staff members can access, complete, and print forms directly from their workstations.

The Transportation Services Unit continued its commitment to customer service by providing transportation services for materials, Library executives, and invited guests attending a number of functions and programs, including the National Book Festival, the American Library Association conference, and the Savings Bond Rally. During the year, the unit upgraded three vehicles in the fleet.

*Safety Services Office.* The Safety Services Office continued to monitor the Library's lost-time injury rate. The Library finished the year with a lost-time injury rate of 0.9 injuries per 200,000 hours worked—an improvement of 35 percent over last year. That rate complies with the established standard. The office provided ergonomic consultations to Library employees and assisted in designing workstations and purchasing equipment in phase 2 of the James Madison workstation replacement project. It provided fire and life safety reviews and safety management services for the completion of module 1 of the off-site storage facility at Fort Meade, Maryland, and completed plan reviews and provided advice on the design and use of the National Audio-Visual Conservation Center at Culpeper, Virginia. In addition, the office assisted in planning and renovating more than 100,000 square feet of office space for Library customers. The renovation included improvements to the fire protection system and life safety initiatives. Safety Services also partnered with the Architect of the Capitol in making improvements to the fire systems and other life safety equipment in more than 3 million square feet of collection, exhibition, and office space in the Jefferson, Adams, and Madison Buildings.

*Health Services Office.* The Health Services Office (HSO) provided acute and emergency treatment to approximately 14,000 staff members and visitors in fiscal 2001. That response included ninety-six medical emergencies, which were nearly all life threatening. The allergy clinic provided 1,537 on-site immunotherapies at a net cost avoidance of approximately \$215,300 in lost work time. HSO administered 1,833 flu inoculations and 2,791 blood pressure monitorings. Administration of the Workers' Compensation Program was transferred from Human Resources Services to HSO during the last quarter of fiscal 2001. The office handled 800 accommodation and leave requests under federal accommodation and leave programs.

A memorandum of understanding (MOU) between the Health Services Office and the Office of the Attending Physician (serving the U.S. Congress) was developed and signed. In that MOU, each office agreed to serve as backup for the other when necessary. Planning began to ensure that the Library will comply by October 2002 with the Health Insurance Portability and Accountability Act of 1996, which requires standardizing electronic patient health, administrative, and financial data as well as outlines specific security rules for protection of personal health data.

#### **LIBRARY OF CONGRESS INTERNAL UNIVERSITY**

The Library of Congress Internal University (LCIU) completed its fourth year of providing training and education programs and other services to Li-

brary management and staff members. During the year, LCIU greatly expanded its efforts not only to provide the right training to the right people at the right time, but also to take innovative approaches to support the Library's strategic objectives and initiatives.

In fiscal 2001, LCIU supported or conducted more than 525 automation and nonautomation courses, including "Contracting Officer's Technical Representative Training," "Sign Language," "Presentation Skills," and "Business Writing." LCIU also developed and implemented a WebMaster and Certification program and negotiated with various vendors to bring related courses to the Library at significantly lower costs than if employees took the classes outside of the Library.

The LCIU fully funded courses in facilitative leadership skills and conducted a refresher course for all Library managers and supervisors. LCIU also orchestrated the Library's Leadership Lecture Series, which provides a forum for all managers and supervisors to learn from top corporate managers, government leaders, and leadership scholars the current thinking on effective leadership practices and techniques. The two presenters were Carol Kinsey Goman, who spoke on "Managing in a World of Change," and Thomas J. Rice, who discussed "Transforming Organizations: The Job of Leaders." The office also displayed its commitment to the concept of mentoring. The director and the chief of training served as cochair for the Mentorship Advisory Committee and led the Library's first formal mentorship program. This one-year pilot program received accolades from all participants for the planning, training, ongoing oversight, and evaluation activities. As part of the mentorship program, and at the request of the staff members who are mentorees, the LCIU fully funded the use of members of the Toastmasters organization as mentors. Planning is under way to continue the program in fiscal 2002.

During the year, LCIU revised the two-day "Diversity" training course for managers and introduced a one-day course for staff members. An online, contractor-developed version of the course was piloted with a group of senior managers and will be rolled out in fiscal 2002. LCIU also developed and implemented a customer service training program for ISS staff members. Nine ISS managers and executive assistants were certified to teach the class. More than 90 percent of ISS staff members completed the program.

During the year, LCIU continued to make significant progress in promoting self-paced learning for all Library employees through online training. Toward this end, the office introduced the LCIU Learning Support Center (LSC) with state-of-the-art computer equipment and capabilities (Internet, CD-ROM, etc.). Since its successful "grand opening" on February 14, 2001, the LSC has

provided more than 190 online computer training programs to staff members at no charge, supported staff with AVUE training, provided team leaders with group training using LSC videos and training manuals, and served more than 500 employees.

LCIU also continued to support classroom-based computer training by subsidizing 40 percent of the cost for training in Microsoft computer applications (e.g., Microsoft Word, PowerPoint, Access, Excel, and Project). Subsidizing the computer classes not only increased the number of participants but also eliminated the need to cancel classes with insufficient enrollment. The office introduced the Library's first Web-based survey software, EZSURVEY, which was used to survey readers on their opinions about the *Gazette*, the Library's staff newsletter.

LCIU developed and maintained an Intranet home page, used various forums such as town hall meetings to provide staff briefings on training, and published a listing of LCIU-sponsored courses in the *Gazette*. Working with the Library's labor organizations, the LCIU continued to participate in the Joint Advisory Committee on Professional Development and Training, a union-management group. LCIU also continued its long-standing relationship with the Catholic University of America School of Library and Information Science through graduate-level courses.